
**AN ORGANIZATIONAL DESIGN
FOR
ESH DIVISION**

-- WORK IN PROGRESS --

February 16, 2000

PROCESS GROUND RULES

- (1) Principle-based/Objective-driven**
- (2) Stay within “Span-of-Control”**
- (3) “Zero-sum” Exercise**
- (4) Sustain Service Quality**
- (5) Division Members Informed with Input**
- (6) Lab “Tested”**
- (7) “Model” for Directorate**

ORGANIZING PRINCIPLES & ASSUMPTIONS

- (1) “Servanthood” as Premise**
- (2) ISM as Framework**
 - Leadership assumed**
- (3) Lines Responsible & Accountable for Integrity of Operations**
- (4) Lab Judged by Performance Against Expectation**
 - Performance driven by lines**

ORGANIZING Ps & As - CONT'D -

(5) Corporate ES&H R&Rs Necessary

(6) “Corporate ES&H Model” Applicable

– **Core/Centralized/Deployed**

(7) Legitimacy of Lab Perceptions

– **Smaller is better**

– **Cost is important**

– **Customer needs & satisfaction are drivers**

ORGANIZING OBJECTIVES (First level)

(1) Focus on ES&H Protection Functions/Processes

- Protection of workers, public,
environment & facilities**

(2) Align Activities wrt Corporate Model

(3) Implement Divestment of Deployed Services at Customer Discretion

ORGANIZING OBJECTIVES - CONT'D

- (4) Focus and Strengthen Operational Assurance by Spinning Off Directorate-level Organization**
- (5) Use “Fee-for-Service” to Restructure Division Financing**
 - Size by demand**